

STATINTL

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THE WHITE HOUSE

WASHINGTON

Executive Registry

DD/A Registry

81-1190/5

CABINET ADMINISTRATION STAFFING MEMORANDUM

DATE: June 3, 1981

NUMBER: 018628CA

DUE BY: ---

SUBJECT: DOT/Cost Avoidance, Reduction, and Efficiency Committee

| | ACTION | FYI | | ACTION | FYI |
|------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|
| ALL CABINET MEMBERS | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Baker | <input type="checkbox"/> | <input type="checkbox"/> |
| Vice President | <input type="checkbox"/> | <input type="checkbox"/> | Deaver | <input type="checkbox"/> | <input type="checkbox"/> |
| State | <input type="checkbox"/> | <input type="checkbox"/> | Allen | <input type="checkbox"/> | <input type="checkbox"/> |
| Treasury | <input type="checkbox"/> | <input type="checkbox"/> | Anderson | <input type="checkbox"/> | <input type="checkbox"/> |
| Defense | <input type="checkbox"/> | <input type="checkbox"/> | Garrick | <input type="checkbox"/> | <input type="checkbox"/> |
| Attorney General | <input type="checkbox"/> | <input type="checkbox"/> | Darman (For WH Staffing) | <input type="checkbox"/> | <input type="checkbox"/> |
| Interior | <input type="checkbox"/> | <input type="checkbox"/> | Gray | <input type="checkbox"/> | <input type="checkbox"/> |
| Agriculture | <input type="checkbox"/> | <input type="checkbox"/> | Beal | <input type="checkbox"/> | <input type="checkbox"/> |
| Commerce | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| Labor | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| HHS | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| HUD | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| EXCLUDE-Transportation | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| Energy | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| Education | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| Counsellor | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| OMB | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| CIA | <input type="checkbox"/> | <input checked="" type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| UN | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| USTR | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> | <input type="checkbox"/> |
| | <input type="checkbox"/> | <input type="checkbox"/> | | | |
| | <input type="checkbox"/> | <input type="checkbox"/> | | | |
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| | <input type="checkbox"/> | <input type="checkbox"/> | | | |
| | <input type="checkbox"/> | <input type="checkbox"/> | | | |

Remarks:

The materials Drew Lewis mentioned in yesterday's Cabinet meeting are attached.

RETURN TO:

Craig L. Fuller
Deputy Assistant to the President
Director,
Office of Cabinet Administration
456-2823

JUN 8 6 26 PM '81

ER

DEPARTMENT OF TRANSPORTATION

CHARTER

COST AVOIDANCE, REDUCTION, AND EFFICIENCY COMMITTEE

(CARE)

1. Purpose. This charter establishes the Secretary's Committee on Cost Avoidance, Reduction and Efficiency.
2. Composition. The Committee shall be composed of the following members:
 - (1) Mr. J. Kenneth Klinge, Special Assistant to the Secretary who shall coordinate the Committee;
 - (2) Joseph Welsch, Inspector General-Designate;
 - (3) Mr. Donald A. Derman, Assistant Secretary for Budget and Programs;
 - (4) Dr. Robert L. Fairman, Assistant Secretary for Administration;
 - (5) Walt Boehner, Office of the Assistant Secretary for Budget and Programs;
 - (6) Ralph Stanley, Special Assistant to the Secretary;
 - (7) Mr. James L. McInerney, Special Assistant to the Deputy Secretary;
 - (8) The Committee Coordinator shall, as occasions warrant, invite other Departmental officials to participate in meetings of the Committee.
3. Policy and Program Direction. The DOT Cost Avoidance, Reduction, and Efficiency program is established to focus and improve the Department's efforts on identifying and implementing cost avoidance, reduction and efficiency measures and to ensure the Department's appropriate response to improvements recommended by the Inspector General and the General Accounting Office.

Cost avoidance and reduction measures are associated with those activities considered valid and necessary to the mission of an organization but which can be performed adequately at a lower level than originally funded and staffed. Cost reduction measures include avoiding costs, e.g., the elimination or reduction of marginal programs and activities.

"Actual savings resulting from cost reduction measures may be reapplied to high priority requirements where appropriate and permissible or reverted to the Treasury. It is recognized that the objective of the President is to reduce the cost of Government and therefore to produce savings through improved efficiencies and the elimination of marginal, wasteful programs. Consistent with this objective, the reapplication of savings to programs that have a high potential for yielding future efficiencies will receive priority consideration."

The goal of this effort is to create an environment where new ideas to help achieve the cost reductions and efficiencies mandated by the President will flourish and to encourage every DOT employee to participate by contributing ideas and actions to make the DOT a leaner, more efficient and effective organization. The basic responsibility for leadership in achieving this goal is shared by all DOT executives and managers.

Recognition for achievement is an essential component of this program. Secretarial Officers and Heads of Operating Administrations will take appropriate action to ensure that existing incentive awards and suggestion programs, and performance appraisal systems are used to effectively motivate and recognize specific contributors to the Cost Avoidance, Reduction and Efficiency Program (CARE).

The Committee will provide Departmental oversight to assess active participation in this aspect of the CARE program. The Committee will also act as a preliminary review panel for those nominees for Secretarial recognition in the Annual DOT Awards Ceremony which include CARE program achievements as a basis for nominations. Finally, the Committee will coordinate and encourage the development of public and timely recognition of program achievements by personnel at all levels in the Department throughout the year.

4. Functions of the Committee. The Committee shall have two main functions: First, the Committee shall develop plans for coordinated Department-wide cost avoidance and reduction activities. As the Committee shall determine, the plans shall include stated goals to be achieved in various emphasis areas such as administration, finance, organization, personnel, records/paper management regulations, and programs. Reporting of accomplishments by participants will be in accordance with monthly milestones also provided in the Committee plan.

Second, the Committee shall monitor implementation of accepted recommendations from the Office of Inspector General and the General Accounting Office. This will ensure that the Department benefits from the cost savings recommendations offered by these auditing agencies.

The creation and operation of the Committee shall not interfere with existing lines of authority and responsibility in the Department.

5. Responsibility. The Committee shall report to the Secretary and the Deputy Secretary on Committee activities. The Committee shall be supported by the Office of the Secretary of Transportation; the Office of the Inspector General; the Office of the General Counsel and operating administrations, who shall advise and assist the Committee, in the execution of the entire range of responsibilities set forth above.

The coordinator shall, in consultation with the members of the Committee, establish procedures for the Committee; he shall schedule Committee meetings; and he shall coordinate the agenda for Committee activities. The coordinator shall provide members and designated interested Departmental officials with summary reports of the activities of the Committee. The coordinator, in consultation with the members, shall establish such standing or ad hoc subcommittees as deemed necessary or appropriate for the efficient conduct of the Committee.

The Heads of Operating Administrations, program managers and other participants shall prepare plans for accomplishing Committee cost reduction targets. These accomplishment plans will be coordinated with the Committee for approval to ensure that overall Departmental objectives are met. Further, the Heads of Operating Administrations, program managers, and other participants shall continue to exercise, within their assigned areas of responsibility, sound management practices to identify opportunities and to initiate steps for further cost reduction accomplishments.

The Heads of Operating Administrations shall nominate a senior official in their immediate office who shall act as a point of contact and liaison with the Committee.

Attachment B

POLICY STATEMENT ON
COST AVOIDANCE, REDUCTION, AND EFFICIENCY PROGRAM
IN THE DEPARTMENT OF TRANSPORTATION
(CARE)

PURPOSE

The DOT Cost Avoidance, Reduction, and Efficiency program is established to focus and improve the Department's efforts on identifying and implementing cost avoidance, reduction and efficiency measures and to ensure the Department's appropriate response to improvements recommended by the Inspector General and the General Accounting Office.

BACKGROUND

The Department's program implements President Reagan's direction given in his March 26, 1981, Statement to the Cabinet, (Partial Quotation):

"The reduction of fraud and waste in all Federal programs is a major commitment and priority of my Administration. . . ."

"The commitment to reduce fraud and waste cannot be met simply by appointing Inspectors General and establishing a Presidential Council. Each of you is responsible for taking the initiative to reduce fraud and waste wherever they are found in the programs which you administer."

"I expect each of you to provide the necessary support and cooperation to assure that our objective is accomplished. . . ."

POLICY

Cost avoidance and reduction measures shall be effected in all D.O.T. activities considered valid and necessary to the mission of an organization but which can be performed adequately at a lower level than originally funded and staffed. Cost reduction measures include avoiding costs, e.g., the elimination or reduction of marginal programs and activities.

Actual resource savings from cost reduction measures identified through this program may be reapplied to higher priority requirements where appropriate and permissible or reverted to the Treasury. Where necessary, appropriate action will be taken on an expedited basis by the Department to obtain necessary clearance for alternative application or disposition of the funds.

The goal of this effort is to create an environment where new ideas to help achieve the cost reductions and efficiencies mandated by the President will flourish and to encourage all DOT employees to participate by contributing ideas and actions to make the DOT a leaner, more efficient and effective organization. The basic responsibility for leadership in achieving this goal is shared by all DOT executives and managers.

Recognition for achievement is an essential component of this program. Secretarial Officers and Heads of Operating Administrations will take appropriate action to ensure that existing Incentive Awards and Suggestion Programs, and performance appraisal systems are used to effectively motivate and recognize specific contributors to the Cost Avoidance, Reduction and Efficiency Program (CARE).

The Committee will provide Departmental oversight to assess active participation in this as well as other aspects of the CARE program. The Committee will also act as a preliminary review panel for those nominees for Secretarial recognition in the Annual DOT Awards Ceremony which include CARE program achievements as a basis for nominations. Finally, the Committee will coordinate and encourage the development of public and timely recognition of program achievements by personnel at all levels in the Department throughout the year.

PROGRAM MANAGEMENT

The Heads of DOT Operating Elements and Secretarial Officers shall ensure that a CARE plan is developed. The CARE program managers shall have the latitude to create and implement plans tailored to the particular programs and operating environment of their organizations. These plans shall be coordinated with the Committee for approval to ensure that overall Departmental objectives are met. Further, DOT executives, managers and supervisors at all levels shall continue to exercise, within their assigned areas of responsibility, sound management practices to identify opportunities and to initiate steps for further cost reduction accomplishments.

REPORTS/VERIFICATIONS

Reports concerning Actual Dollar Savings and Cost Avoidance shall be submitted to the CARE Committee by Secretarial Officers and Heads of Operating Administrations in a timely fashion. A copy of each report shall be submitted to the Inspector General to be verified on a sample basis.

ORGANIZATION

The D.O.T. Chartered CARE Committee, consisting of Key Departmental Officials, will develop and coordinate implementation of this program.




Memorandum

U.S. Department
of TransportationNational Highway
Traffic Safety
Administration

Date: MAY 28 1981

Reply to Attn. of:

Subject: NHTSA Cost Reduction Plan - FY 1981

From: Raymond A. Peck, Jr. 
National Highway Traffic Safety Administrator

To: J. Kenneth Klinge, Coordinator, CARE Committee

Attached is the NHTSA Cost Reduction Plan for the remainder of Fiscal Year 1981. I believe that the specific cost avoidance/reduction dollar goal set forth in the attachment is a meaningful amount, especially since 40% of our contract program was under obligation before we initiated our detailed cost reduction reviews. I plan to propose to the Secretary that some portion of these savings be devoted to the Department's expanded Seat Belt Usage Program. Exact proposals for such use of these projected savings are now being completed; not more than one half of the savings identified here would appear to be required for this purpose.

In addition to the dollar goal, the NHTSA program includes a number of specific steps aimed at incorporating the Secretary's policy goals in the day-to-day operations of the NHTSA, as follows:

- o To comply with the Secretary's direction regarding increased attention to GAO improvement recommendations, a checklist of current GAO activities in NHTSA has been developed as a point of reference for program evaluation. A new directive on GAO Relations, replacing the existing directive dating back to 1971, will be issued soon. We have also instituted a more active follow-up system regarding the status of all open items. These, in turn, will be built into the "CARE" report.
- o Similarly, regarding OIG reports, a summary of existing recommendations which have been open longer than 90 days has been created as a baseline. A new directive on OIG activities has also been developed. It provides for a more active follow-up system by our Office of Management Services.
- o In line with the CARE Committee focus on organizational layering:
 - Responsibility for management and automatic data processing systems have been consolidated in a single Management and Data Systems Division.
 - All technical reference and general services activities have been consolidated in a single Administrative Operations Division.

It's a law we
can live with.

You orally requested that our plan include a proposal on frequency of reporting achievements. We plan to provide monthly summary reports on progress toward our goals. ~~Approved For Release 2003/08/13 : CIA-RDP84B00890R000400020057-2~~

NHTSA COST REDUCTION PLAN

(dollars in thousands)

| Function Area | FY 1981 Original Budget Projection | Current Budget Projection | Previous Adjustments | Unobligated Balance 3/31 | Cost Avoidance/ Reduction Goal |
|------------------------------------|---|---------------------------------|-------------------------|-----------------------------|--------------------------------------|
| <u>1 Contract Programs</u> | | | | | |
| Arch & Analysis | \$39,969 | \$39,535 | \$-434 ¹ | \$22,124 | -\$3,340 |
| Ray Safety Program | 7,748 | 7,718 | -30 | 5,574 | - 1,336 |
| al Administration | 1,445 | 1,445 | | 1,420 | - 400 |
| al | | | -464 | | - 5,076 |
| <u>Administrative Budget</u> | | | | | |
| -time/temporary positions | 1,397 | 1,296 | -101 | 741 | 150 ² |
| time | 225 | 225 | 0 | 125 | 27.3 ³ |
| el | 996 | 883 | -113 ⁴ | 456 | 40 ³ |
| ge of Station | 125 | 125 | ... | 91 | 60 |
| scriptions | 73 | 73 | ... | 39 | 2.4 |
| ications and Graphics ⁵ | | | | | |
| tal | | | -214 | | -279.7 |
| Total | | | -\$678 | | -\$5,355.7 |

ressional disallowance of pay supplemental

000 of these savings have been reallocated to contract classifiers; other uses will include
 paying costs for unbudgeted terminal leave, severance pay, and unemployment compensation
 portion of these savings will be used for overtime and travel in support of the Seat Belt Usage Prog
 udes \$11,000 Secretarial Reserve; NHTSA anticipates no need to draw on these funds
 or intensive review; plan amendment will be submitted on completion (i.e., on or about 6/5/81)

| | | | | | |
|--|--|-----------------------------|--|----------------------------|--|
| 1. REPORTING OFFICE | | 2. SIGNATURE OF OFFICE HEAD | | 3. PROJECT OFFICER | |
| 4. BRIEF DESCRIPTION OF PROJECT AND PURPOSE | | | | 5. CONTACT PHONE NO. | |
| 6. <input type="checkbox"/> SAVINGS <input type="checkbox"/> AVOIDANCE <input type="checkbox"/> EFFICIENCY APPROPRIATION: | | | | 7. PROJECT COMPLETION DATE | |
| 8. SUMMARY OF PROBLEM | | | | | |
| 9. SUMMARY OF IMPROVEMENT ACTION TAKEN AND NATURE OF BENEFITS | | | | | |

| DOLLAR BENEFITS EXPECTED | | | | |
|--------------------------|-----------------|------------------------|--------------------------------------|------------------------------------|
| 10. ESTIMATED AMOUNTS | (1) STAFF YEARS | (2) VALUE OF MATERIALS | (3) TOTAL DOLLAR VALUE OF COL. 1 & 2 | (4) NET AMOUNT Col. 3 MINUS COL. 2 |
| A. FOR THIS FISCAL YEAR | | \$ | \$ | \$ |
| B. FOR NEXT FISCAL YEAR | | \$ | \$ | \$ |

11. APPLICATION OF AMOUNTS SAVED OR AVOIDED:

A. Application of Funds (Current Year)

☐ Return to Treasury

☐ Reapplication to Other Activities (specify) _____

B. Resultant Budget Action (Budget Year)

☐ Rescission

☐ Deferral

☐ OMB or Congressional Reprogramming

C. Budget Effects (FY following Budget Year)

☐ Reduction of Base Costs

☐ No effect

☐ Unknown

Further explanation _____

| | |
|---|--|
| <p>12. SIGNATURE OF DEPARTMENT OFFICERS AND HEADS</p> <p>_____</p> <p>_____</p> <p>_____</p> | <p>13. RESULTS OF INSPECTOR GENERAL VERIFICATION</p> <p>Date Received _____ <input type="checkbox"/> Not Verified</p> <p>Amount Verified: \$ _____</p> <p>Comments: _____</p> <p>_____</p> <p>_____</p> |
|---|--|

| | |
|---|---|
| <p>14. COMMITTEE ACTIONS OR SAVINGS</p> <p><input type="checkbox"/> Approve <input type="checkbox"/> Suggest for P.R. <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Disapproved</p> <p>Comments: _____</p> | <p>15. RECOMMENDATION FOR AWARD CONSIDERATION</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes (specify award) _____</p> <p>Comments: _____</p> <p>_____</p> |
|---|---|

CONFIDENTIAL

81-1367

2 June 1981

MEMORANDUM FOR: Deputy Director for Administration
Comptroller

FROM: Director of Central Intelligence


SUBJECT: Cost Reduction and Efficiency

1. I have raised the question, but perhaps not urgently or forcefully enough, as to what this organization is doing to put a sharper focus on cost reduction and overall efficiency. I sat at a Cabinet meeting today and realized that the rest of the Government is working hard at this and thus far it is my impression that there is too much thinking here that we are immune from this requirement. The Transportation Department has a small committee, called CARE, for cost reduction and efficiency, and I am getting their material to see what ideas they have developed which we could pick up here.


2. Every Department of the Government has an Inspector General who is in charge of specifically looking for cost savings, waste and fraud. I am impressed with the work our Inspector General is doing in questioning and making recommendations on operations. I would like to see whether a sharper focus can be put on costs, waste and inefficiency.

3. At the Cabinet meeting this morning, attention was directed to reverse the bureaucratic syndrome where the more you spend, the larger you get, the more important you are. This would mean that if the reduction in the costs of getting things done were not pressing enough, the better chance you would have of getting additional resources needed to tackle new tasks and problems.

4. Another thing to be examined is whether cost saving is sufficiently recognized in making awards. I have asked for a review of publications and, as far as I know, have not gotten a response. I would like you to get together and give me a report on what has been done in this direction and a set of comprehensive recommendations on what we should be initiating now.


For William J. Casey

25X1



25X1

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yf 0-102

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CONFIDENTIAL